

New Page

HEALTH SERVICES
INSPECTIONS

9

TIG Brief

THE INSPECTOR GENERAL OF THE AIR FORCE

JANUARY - FEBRUARY 2000

FLYING INTO THE FUTURE

The EAF
Stands Up

Why Y2K
Won't Go Away

Gen. Babbitt's new
inspection approach

Plus Our Usual Pages:

From the Top

Ask the IG

Fraud & Audits



16

Medical OJT: Undocumented? Then It's Not Done!

20

Special Interest Items

- 6 Fraud Dossiers**
- 7 Auditors' Files**
- 8 History Brief**
- 9 Health & Safety Inspections**
- 10 Ask the IG**
- 11 In Brief**
- 12 TIG Bits**

Imagists This Issue

Cover: Senior Airman Greg Davis; 2: John Sikoriak Jr.; 13 (bottom): Tech. Sgt. Tim King; 14: Staff Sgt. Matt Nisotis; 15: Staff Sgt. Randy Mallard; 17: Master Sgt. Val Gempis; 19 (illustration): Senior Airman Steve Barba; 20: Master Sgt. Howard Blair; 22: John Clendenin; back cover: Tech. Sgt. Lance Cheung.

Cover

Head-on view of two A-10 Thunderbolt IIs just before they drop away from a KC-135 tanker during NATO Operation Allied Force over the former Yugoslavia.

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Out in front

We want to be out in front, shaping a better Air Force by appreciating our people



"Thank you!" Those two words roll smoothly off the tongue as an expression of appreciation, but they can be taken for granted in this accelerated pace we run at in today's Air Force. We also use plaques, trophies, signs, banners and magazine articles to recognize our people for a job well done. A simple handshake works, too.

So what's the point of all this recognition? I learned long ago that everything we do begins and ends with people. We are not inanimate objects that can be managed impersonally like flying hours or phase inspections.

Our Air Force is made up of people who have goals, aspirations, doubts, fears and frustrations. Generally, we are emotional and goal-driven — we search for meaning in our lives. We can be motivated, even inspired. We respond with even greater effort when recognized or rewarded for exceptional performance.

We regularly stress and promote pride in our people — in performance, in self and in organization. We give our people an identity, we give them our trust, we give them authority and responsibility — and when we do, they produce. Hence we recognize the key role played by human motivation.

This philosophy applies to the inspector general business as in any other endeavor. Our people are talented, motivated, innovative, and

they produce when they're allowed to run. Moreover, they share their talents with others, they make their team look good, and they make things brighter for the future by doing their best today. We recognize them collectively as well as individually.

This is the season when we reflect on the year that was, particularly on our winning performances and the people who made them happen. It's time to say thank you in all the various ways we do that.

In the IG business, we have two prestigious awards that recognize collective and individual outstanding performance. Both are named after distinguished individuals who, as Air Force Inspectors General, contributed in many ways to the excellence we see today throughout our Air Force.

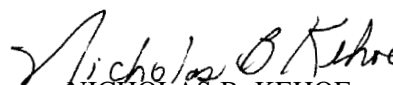
Lt. Gen. John Flynn, The Inspector General from 1976 to 1978, flew P-51 Mustangs in World War II, F-80s in Korea, and was shot down in 1967 while flying an F-105 over North Vietnam. He was a Prisoner of War for more than five years. He is remembered for his leadership model based on the six principles he espoused and lived throughout his career: integrity, justice, compassion, loyalty, courage and spirit. In his honor, we will recognize the Total Air Force's best installation/wing IG complaints office and the best major command/field operating agency/direct reporting unit.

Lt. Gen. Howard Leaf, TIG from 1980 to 1983, flew 321 combat missions in Korea and Southeast Asia. He was well known for motivating those with whom he served with a keen sense of professionalism and dedication to duty. He was equally known for his common sense approach to every issue, and for his interest in trying new and innovative solutions. As TIG, he steered inspection emphasis toward the evaluation of effective leadership and sound management. In his honor, we will recognize the Total Air Force's best officer and NCO inspectors.

These awards recognize just a few of our top performing teams and individuals from the past year. Their work sets the standard for what we will do in the coming year and beyond. Although we shouldn't get too enamored with our own press clippings, we do want to be the newsmakers ... out in front, shaping a better Air Force for tomorrow.

So, take a moment to show your people you appreciate the work they do — it makes a difference. A simple thank you or a handshake will do.

And finally, I thank you for the great work you have done and will do for our commanders and our Air Force. You are all winners!


NICHOLAS B. KEHOE
Lieutenant General, USAF
The Inspector General

A new approach to inspection: Maintenance

George T. Babbitt

Gen. George T. Babbitt
Commander, Air Force Materiel Command

A new year brings opportunity for both reflection and revitalization. It's a chance to look back and apply what we've learned as we look ahead. At Air Force Materiel Command, we have the vision to provide the best products and services for the world's best Air Force.

Constructive engagement

We're embracing a new approach to all of our inspections.

Whether it's unit compliance, operational readiness or the new Maintenance Standardization and Evaluation Program (MSEP) inspection, we'll approach it with the mindset of "constructive engagement" — a term and style instituted and developed by The Inspector General, Lt. Gen. Nicholas Kehoe.

With a constructive engagement approach, the

inspected unit is the customer. When the inspection is over, the customer should be in better shape than before the inspection. And, the inspector or

inspecting team should not be perceived as a loathed bogeyman — but as a service provider and team member.

With constructive engagement, we're all in this together to support our combat units. It will be an essential element in our new MSEP.

New process

The year 2000 is a millennium milestone that offers the promise of improved performance with the launching of a new inspection process at AFMC — MSEP. Its primary purpose is to evaluate



basic aircraft maintenance discipline at AFMC's air logistics centers and other locations where there is a large aircraft maintenance operation.

MSEP is the investigative arm of the command's new "Back to Basics" initiative, which focuses on quality assurance functions for technical data use, personnel qualification and process discipline.

With the MSEP inspection program in place this month, we can more closely examine what we do and learn how we can do it better.

enance Stan/Eval Program

Adapting business tools

We set out two years ago to change the way we do business at AFMC. Our chief operating officers have adapted tools from the business world to effectively manage what it costs to perform the multiple military missions of AFMC.

But in addition to these business tools, I must also offer the invaluable resource of knowledge. MSEP will do that. It will allow AFMC to continually seek ways to enhance the quality of its products and services.

Specifics

The new MSEP inspection will specifically look at aircraft maintenance practices such as the proper use of tools, technical data, work control documents, training and general maintenance management.

A team of about 20 inspectors — including crew chiefs, specialists from propulsion, avionics, production, training, quality assurance, safety and planning — will inspect each of AFMC's air logistics centers on an annual basis.

They will use checklists

that mirror Air Force, AFMC and other approved instructions regarding maintenance discipline. The entire focus of this effort is to help ensure a "back-to-basics" mentality so our customers receive technically compliant products and services.

By clarifying internal maintenance policies and reemphasizing technical processes, our depots will continue to enhance their work methods. And our MSEP inspection will provide the knowledge derived from on-the-job observation and inspection to keep us on track.

Renewed focus on integrity

The renewed focus on the integrity of work processes is something people working across the command can be a part of, and it will ensure more standardized and effective products for all of our customers.

At one time or another all of us in the Air Force have found ourselves up against tough production schedules and tight budgets. But we cannot let these determine our level of tech-

nical compliance. Quality, cost and schedule are inseparable, and good work processes emphasize all three.

Taking a closer look at the depots' internal processes will also ensure a safer work environment for the people who work there.

Safety still supreme

The safety of our systems and people must be our number one priority.

We have an enduring interest in making sure our operations produce quality products and that the methods we use do not put our workers or customers at risk.

Positive effect

The MSEP inspection has the potential to affect everyone in a very positive way.

Whether we're involved in depot maintenance, flight test or science and technology — at whatever level — a personal commitment to the integrity of our processes will ensure they result in the best products and services for the world's best Air Force. ♦

Fraud in the Air Force

Recent investigations
by the Air Force Office
of Special Investigations

Maj. Steve Murray

AFOSI/PA DSN 857-0989

Theft and Forgery

Subject: Active-duty airman

Synopsis: An active-duty airman, while under investigation for desertion, was also involved in using stolen credit cards. The investigation disclosed the airman had stolen a cumulative amount of \$20,000 over several months. It was also discovered he was involved in the theft of merchandise from a local retailer where he was employed while in deserter status.

Results: The airman was convicted

by a general court-martial, which resulted in the forfeiture of \$54,000, reduction to the grade of E-1 and a dishonorable discharge.

False Certification

Subject: Active-duty NCO

Synopsis: An active-duty NCO falsely certified his annual claim for basic allowance for quarters. An investigation into the NCO's alleged off-base drug involvement led to the discovery that he had been claiming the with-dependent rate BAQ for a period of six years after his wife separated from him and moved out of his house.

The alleged drug charges were never substantiated.

Results: The NCO was reprimanded, fined \$300 and ordered to repay \$11,336.

Embezzlement

Subject: Civilian employee of the Army and Air Force Exchange Service

Synopsis: The AAFES employee, a management trainee at the installation Burger King, was suspected of embezzling funds from the store. With the assistance of AAFES Safety and Security, the employee was detained and \$2,000 cash was

recovered from her purse and briefcase. The employee ultimately confessed to embezzling funds for a period of five months. She admitted to coming to work early, removing the money from the deposits, and placing it in her briefcase. She would cover the loss by making false receipts, which she would later destroy after the deposits were made.

Results: The employee was indicted in federal court, resulting in an administrative recovery of \$21,632 and termination of employment.

Theft from AAFES

Subject: Two civilians

Synopsis: Two civilians, not otherwise connected with a military installation, utilized stolen active-duty ID cards to open deferred payment plan accounts at several AAFES stores. One was under investigation by the FBI for the theft of 300 Navy ID cards. The two civilians used the cards to open DPP accounts at eight different AAFES stores and ultimately stole approximately \$71,000 in merchandise.

Results: Both individuals were convicted in federal court and ordered to pay \$30,000 each in restitution. The individual who stole the ID cards received a sentence of 20 months, and the other received four months in jail.

The Air Force Office of Special Investigations investigates all types of fraud perpetrated against the government. Through our fraud investigations program, we help ensure the integrity of the Air Force acquisition process. These investigations typically involve contractor misrepresentation during the process of procuring major Air Force weapon systems. Our focus is to maintain an effective fighting force by deterring contractors from providing

substandard products and services, and to recover government funds obtained fraudulently. We also make significant contributions to flight safety and help protect critical Air Force resources. Other types of fraud we investigate involve military and civilian members who have been caught cheating the Air Force. Mutual command and OSI support, coupled with teamwork, is essential for successful prevention, detection and neutralization of fraud.

Recent Audits

Mr. Ray Jordan AFAA/DOO

Alternative Fuel Vehicles

AFAA audited alternative fuel vehicles at a base that was a recognized leader in environmental efforts and made extensive use of electric carts. Base personnel, however, had not converted any general-purpose vehicles to alternative fuels.

Also, the units owning electric carts did not report cart mileage to the Trip Reduction Program manager as required. Management officials corrected this condition during the audit by tasking the unit environmental monitors to report cart mileage annually.

Auditors also noted that alternative fuel vehicles did not receive required periodic maintenance and personnel could not determine if repairs were covered by manufacturers' warranties. *Report of Audit WN099043*

Special Inventory Accounts Control

An air logistics center needed to improve controls for Special Inventory Accounts.

Account custodians could improve financial reporting and reduce the special inventory account 72 percent (\$3 million)

because assets were either unknown, excess to needs, or common national stock numbered support items. The auditors provided recommendations for:

- ▼ implementing adequate criteria for screening and reviewing assets
- ▼ documenting and reporting inventory amounts
- ▼ establishing adequate contingency plans.

Management's timely corrective actions should ensure scarce Air Force funds are put to better use. *Report of Audit DR099023*

SORTS

(Status of Resources and Training System) for Operations

SORTS report accuracy could be improved at four Air Combat Command locations.

The four wings did not accurately report the availability and condition of equipment and supplies category levels (C levels). For example, maintenance squadron personnel did not determine the availability of all equipment, supplies and packing items required to support the tasked unit type code.

As a result, SORTS reports overstated equipment and supplies

available, thereby affecting the wings' C-levels.

Also, unit SORTS monitors did not accurately report requirements for designed operational capability statements, personnel specialty codes, unit type codes and unit manning documents. Again, personnel resources SORTS data were overstated or understated, thereby affecting C levels.

Headquarters ACC and wing management were appreciative of the comprehensive review at the four locations. *Report of Audit EL099077*

Time and Attendance Control Procedures

An air logistics center needed to improve time and attendance control procedures.

Audit personnel provided recommendations for:

- ▼ implementing a training program for timekeeping personnel
- ▼ verifying and documenting time and attendance records
- ▼ validating time and attendance system logon IDs
- ▼ providing new timekeepers computer security awareness, training and education.

Management's timely corrective actions should help decrease opportunities for fraudulent entries and unauthorized alterations to time and attendance documents. *Report of Audit DI000004*

The Air Force Audit Agency provides professional and independent internal audit service to all levels of Air Force management. The reports summarized here discuss ways to improve the economy, effectiveness and efficiency of installation-level operations. Air Force officials may request copies of these reports or a list of recent

reports by contacting Mr. Ray Jordan at DSN 426-8013; e-mailing to reports@pentagon.af.mil; writing to HQ AFAA/DOO, 1125 Air Force Pentagon, Washington DC 20330-1125; or accessing the AFAA home page at www.afaa.hq.af.mil.

History Brief

On this day ...



The YB-49, ancestor of the B-2 bomber.

... in January

Jan. 19, 1910: Signal Corps Lt. Paul Beck, flying as a passenger with Louis Paulhan in a Farman biplane, drops three two-pound sandbags in an effort to hit a target at the Los Angeles Flying Meet. This is the first bombing experiment by an Army officer.

Jan. 8, 1944: The Lockheed XP-80 Shooting Star makes its first flight at Muroc Dry Lake (later Edwards AFB), Calif. It is the first American fighter to exceed 500 mph in level flight.

Jan. 2, 1967: Col. Robin Olds becomes the first (and only) U.S. Air Force ace with victories in World War II and Vietnam.

Jan. 28, 1986: The space shuttle Challenger explodes 73 seconds after liftoff, killing all seven astronauts, including schoolteacher Christa McAuliffe and Air Force Lt. Col. Ellison S. Onizuka.

Jan. 20, 1988: The 100th and final B-1B bomber rolls off the line at Rockwell's plant in Palmdale, Calif.

... in February

Feb. 5, 1918: While flying as a substitute gunner with a French squadron, Lt. Stephen W. Thompson becomes the first American to record an aerial victory while in a U.S. uniform. He shoots down a German Albatross D.III but is credited with only half the victory, sharing the "kill" with the French pilot.

Feb. 15, 1928: President Coolidge signs a bill authorizing acceptance of a new site near San Antonio, Texas, to become the Army Air Corps training center. This center is now Randolph AFB.

Feb. 1, 1952: The Air Force acquires its first general-purpose computer, a Univac I.

Feb. 22, 1978: The first test satellite in the Air Force's Navstar Global Positioning System is successfully launched into orbit.

Feb. 3, 1995: Lt. Col. Eileen Collins becomes the first woman to pilot a space shuttle, Discovery.

HSIs



The Air Force Inspection Agency, as the principal action arm of the SAF/IG's inspection system, conducts Health Services Inspections. HSIs are compliance inspections of the medical programs and facilities of active-duty and Air Reserve Component units. Below are trends of findings found during recent HSIs, as well as best practices found by inspection teams to be of exceptional value to the unit and worth emulating by other Air Force organizations.

Trends

Occupational Examinations: Eighty-nine percent of units evaluated had findings. Sixty-seven percent of findings addressed failure to consistently conduct medical exams as directed for monitoring occupational exposures or failure to ensure results of biological monitoring examinations were reviewed by a provider and documented in medical records. As a result, workers could suffer occupational illness due to failure to monitor or evaluate exposures.

Periodic Health Assessments: Many charts lacked prevention counseling or recommended interventions. Follow-up tracking systems for routine prevention concerns, and documentation of patient's acceptance or declination of services offered were also consistently lacking. Sixty-six percent of PHA visits not requiring provider evaluations lacked a provider signature. AF Form 1480/1480A was not routinely updated during the process. High no-show rates imperil the PHA program, jeopardizing medical readiness and the health of active-duty personnel.

OJT Program: In the Air Reserve Component, training programs were noted as potential problems. In 71 percent of units examined, less than 75 percent of individuals had documented sustainment training. In on-the-job training program administration, lack of initial skill evaluation by supervisors and training meetings were not conducted. Ninety-three percent of units showed a lack of supervisory involvement in the OJT program. Without this ongoing training, unit readiness capabilities are degraded.

Air Reserve Component Credentials Process: Thirty-six percent of evaluated units had type I (major) findings and 71 percent had overall findings related to the privilege process. Most showed lapses in privileges or providers practicing without appropriate award of staff privileges. Renewal of privileges was not always done in a correct or timely manner. Inaccurate or missing documentation could result in practitioners not privileged to practice, thus seriously impairing the peacetime and wartime missions. (For more information, contact Col. Don Geeze, DSN 246-2535, e-mail geezed@kafb.saia.af.mil)

Best Practices

60th Medical Group, Travis AFB, Calif.: The risk management committee developed a new incident report program. The program includes operating instructions and an expanded reporting form in lieu of AF Form 765. Completion of this form offers more accurate data and provides "drill downs" to identify types and causes of incidents and errors. A new database complements the form and facilitates trending and metrics development. The new form easily identifies potential sentinel events and ensures timely leadership involvement in resolving problems. The new incident reporting program enables accurate tracking and development of meaningful metrics leading to viable, timely action plans for correction of problems.

439th Aeromedical Staging Squadron, Westover ARB, Mass.: A well-orchestrated unit orientation program encourages retention because:

- ▼ Each new unit member meets with the squadron's orientation coordinator and receives a personal orientation folder which contains information about the base, unit, key personnel and individual responsibilities.

- ▼ Appropriate introductions are made and the contents of the folder and target dates for completion are reviewed.

- ▼ A unit orientation checklist is the guide that assists the new member in navigating through the unit and meeting key personnel. The sponsor assists throughout the process.

- ▼ Each new member's progress is tracked on a large board that is visible to all personnel, giving everyone an idea of when the new member will be ready to begin orientation in their section.

- ▼ Questionnaires are part of every orientation packet, encouraging feedback after the initial orientation process and three months after the orientation point. This validates the existing process and identifies improvement opportunities.

(For more information, contact Maj. Linnes Chester, DSN 246-1494, e-mail chesterl1@kafb.saia.af.mil)

Outstanding Performers

- ▼ **24th Medical Group** (active duty), Howard AFB, Panama

- ▼ **18th Medical Squadron** (ANG), Sioux City, Iowa

Ask the IG

CIs

Q: *Why are compliance inspection checklists so long? And where do they come from?*

A: The number of Air Force-level mandatory compliance items is actually quite low. They can be found in Air Force Instruction 90-201, Attachment 5, where you will find fewer than three total pages of compliance checklists.

Your list might grow a bit because commanders of major commands are authorized to supplement Air Force compliance items with items they deem critical. Some commands have identified few items as critical, while in other commands they may number in the thousands. These additional items are typically identified by MAJCOM functional staffs, validated by the IG teams and approved by MAJCOM commanders.

Compliance inspections focus on actions that are required by law, executive order, the Department of Defense or safety guidelines. These actions must be taken or the result could be significant legal liabilities, penalties or mission impact.

Compliance inspections are part of the overall inspection process to provide Air Force leaders with status reports on efficiency, effectiveness and combat readiness. While we're working with MAJCOMs to reduce the intrusive impact of the various evaluations, compliance inspections are a reality that will likely remain with us.

SIIs

Q: *Where do all these Special Interest Items come from? And what makes them so special?*

A: SIIs can be found at the Air Force and MAJCOM levels and are sponsored by their respective senior leaders. Air

Force-level SIIs are managed by SAF/IGI and only a small number exist at any one time. Both MAJCOM and Air Force SIIs are evaluated by MAJCOM inspectors general in conjunction with other inspections.

Normally, an SII will be in effect for one year to allow inspectors to observe a significant number of Air Force units.

SIIs are important because they give senior leaders a tightly-focused look at specific significant issues. Our leadership uses them to focus management attention, gather data or assess the status of specific programs and conditions in the field.

They may also be used to determine the degree of compliance with directives, policies or procedures; gather information on known or suspected problems; identify specific deficiencies; or confirm that a problem has been solved. That's a lot for one small program, but that's the essence of an SII. ♦

Like George Washington, it's first in war, first in peace.

The C-130 Hercules plays more roles than any other aircraft, from airlift support to aeromedical and firefighting duties.

The Hercules' stories are too numerous to tell here, so go to www.af.mil, click on the Library link, then the Aircraft link to access fact sheets on the various versions of the C-130 currently in the Air Force inventory, including the Combat Shadow and Combat Talon.



In Brief

DoD travelers can soon access charge accounts

The Electronic Account Governments Ledger System, known as EAGLS, will soon give service members and Department of Defense civilian employees access to their personal travel card accounts via the Internet.

When fully implemented, each cardholder will receive a password, an identification code and an instruction booklet. Card holders will then be able to view charges, check payment status and obtain other account information on the personal computer-based, point-and-click system.

Information on how to use the card and EAGLS is available at www.bankofamerica.com/government.



Get AF Radio News toll-free

Air Force Radio News is available toll-free at 1-877-AFRADIO (237-2346) and on Air Force Link at www.af.mil/news/radio. It's transmitted by satellite to Armed Forces Radio and Television Service outlets overseas. AFRN is a five-minute weekday program with timely Air Force news.

Let's talk politics

Military members have the right to vote, but certain political activities are off limits to active-duty members and Guard and Reserve members on active duty. Among activities not allowed are soliciting votes for candidates and attending political events in uniform. Base legal offices can answer questions.

Tricare goes remote

Active-duty service members in the United States who live and work more than 50 miles from military medical facilities must enroll

in a new program known as Tricare Prime Remote.

Visit www.tricare.osd.mil/remote for the details.



Read what the pros read

The Air Force Chief of Staff's Reading Program, which began in 1997, is designed to promote personal professional development for Air Force civilian and military members. The program aims to instill both a deeper sense of pride in the service's rich heritage and a stronger understanding of each member's role in meeting U.S. security objectives. The site is at www.af.mil/lib/csafbook/index.html.



No interest, no payments

The Army and Air Force Exchange Service offers a new deferred payment plan to customers on 90-day deployments. They are not required to make payments, but finance charges continue to accrue at the normal DPP rate (currently 12.5 percent) while deployed. Here are the options:

- ▼ a 6-percent interest rate and no payments, plus the ability to continue to use the account during the deployment; or
- ▼ no interest and no payments during the deployment, but no charges can be made.

Base exchange general managers have details.◆

TIG Bits

Lessons, best practices from the field



Altus page makers

Information managers at Altus Air Force Base, Okla., have created a one-day web page development class.

The course addresses basic and advanced hypertext, software and page design concepts, and gives hands-on experience at creating a web page.

Students actually create predefined hyperlinked pages as part of their final performance test.

The knowledge and performance tests are analyzed and the course is adjusted as needed to ensure effectiveness.

The class provides information managers with core-task training where no previous training was available.

*Tech. Sgt. Garry Stubbs
e-mail stubbsg@ltsgate2.lts.aetc.af.mil
or dial DSN 866-7311*

Tip Us Off!
Got any groundbreaking bits of wisdom or best practices like the ones on these two pages? E-mail them to tigbrief@kafb.saia.af.mil.



Bench stock goes virtual

Maintainers at Barksdale AFB, La., have developed a computerized version of the traditional "shadow boards" that allow technicians to view bench stock items in their bin locations.

The virtual shadow boards streamline building mobility bins for deployment. The computerized system also allows instant information on location and quantity of bench stock parts. The system eliminates the need for the old shadow boards and improves inventory accuracy, organizes items by warehouse location and reduces the number of redundant items deployed.

*1st Lt. Dorneen Shipp
e-mail dorneen.shipp@barksdale.af.mil
or dial DSN 781-8955*

Plan sparks firefighter training

Firefighters at Kadena Air Base, Japan, have completely re-engineered their training program.

The new Annual Master Training Plan includes more than 100 lesson plans, flow-charted training guides, and a professional qualification and certification evaluator's guide. In addition, an upgrade training and certification blueprint was published and distributed throughout the department. The guide allows everyone, from the newest tech school arrival to the fire chief, to know all that is required for a trainee's next skill level or certification. Every upgrade process is flow-charted and designed to



Firefighters train at Kirtland AFB, N.M.

step a trainee or supervisor through each procedure.

The new master training plan enabled the fire department to expand from three evaluators to a fully qualified evaluator force of 23.

*Master Sgt. Tim Bosch
e-mail boscht@kadena.af.mil
or dial DSN 634-1710*



The EAF Stands Up

Not even Kosovo
can keep the AF
from 'going
expeditionary'

Mr. John Clendenin *TIG Brief Editor*
DSN 246-1864 clendenj@kafb.saia.af.mil

If you believed last summer's press reports, the curtain would rise on the Expeditionary Aerospace Force a lot later than sooner. Kosovo, recruiting and retention supposedly had conspired to put a damper on the debut.

But the EAF transition began Oct. 1, right on time — and right for the times.

The transition happened so transparently that most airmen wouldn't have known the difference. In time, those differences will become more apparent to everyone in the Air Force because everyone belongs to the EAF.

'Things Happen So Quickly Here'

The transition to EAF is "a happening thing," happening so quickly that Aerospace Expeditionary Forces 3 and 4 have already stood up, rotating in for the first two AEFs in November, just as intended. As the EAF matures, a 90-day deployment cycle will become a permanent feature by March, when AEFs 5 and 6 will stand up.

Not even the Kosovo deployments could knock this train off track. The implementation timeline remains virtually the same as before Kosovo, the largest operation in nearly 10 years.

The Bigger Picture

The other military services watch with great interest and more than a little respect as the Air Force prepares to face today's complex reality. The nation's military leaders must be prepared to fight a near-simultaneous, two-theater war and still be prepared for engagement operations and steady-state commitments around the world, like the Iraq no-fly zones, and addressing other parts of national strategy.

A Team Thing

The transition to EAF is an institutional change so big that the individual airman won't notice at first. In time, the changes will become obvious.

Deployment will become a team thing, and airmen who may not have deployed before will get in on the



action. Air Reserve Component personnel, especially those in units in expeditionary combat support specialties, will help meet forward location commitments. More effective employment of ARC forces means using their team capabilities, top-notch train-to-task skills and depth of experience for the critical tasks the Total Force faces.

The Air Force, Only More So

“We are a deployment Air Force now and will operate more so that way in the future,” said one of the officials charged with implementing the EAF.

Who Gets a Boost?

The EAF’s 10 lead wings will see some increase in personnel and assets as their AEFs stand up, and they won’t be alone. Also getting a boost are AEF “sister” or supporting

wings. Simply being a lead or sister wing isn’t a ticket for more manpower; functional and major command concerns are also being taken into account.

While some faces have been matched to spaces directly related to the EAF, that task won’t get any easier with low recruiting and retention rates (two of the major challenges EAF is designed to meet by offering greater stability and predictability to Air Force people). Some reallocated manpower authorizations will be filled by new troops while other openings await retrained airmen.

This Means You

As a practical matter, every troop should be prepared to deploy. People in “enabling” skills or units need to remain attuned to AEF rotations because re-engineering of unit

type codes and inclusion of deployed headquarters functions continue to be “brought in” to the inclusive nature of EAF.

“Every airman is EAF,” an official said. “EAF is what we are and what we do as an Air Force to provide our nation aerospace power with rapid reach across the globe. We are expeditionary ... operating predominantly from the continental United States to locations around the globe. We provide aerospace power to meet national commitments around the world.

“We are the nation’s Air Force.”

Related Web Sites

▼ www.xo.hq.af.mil/eaf (go there first to find links to major command and the AEF Center web pages)

▼ www.af.mil/search/ (type in “expeditionary” to reveal a long list of speeches and articles on EAF)◆

**If it isn't documented,
it isn't done!**

***Don't wait for a deployment
before assessing your
medical unit's OJT program***

Chief Master Sgt. Patti A. Rusconi

HQ AFIA/SGI DSN 246-2427 rusconip@kafb.saia.af.mil

The wartime mission of the Air Force depends on quality hands-on training — and documentation of that training.

If your unit's On-the-Job Training Program is not managed properly and the required documentation isn't maintained, your people, your unit and the Air Force are in big trouble.

The time to assess your unit's OJT program isn't when the deployment call comes and you realize your unit can't fill the manning requirements because of unqualified or uncertified personnel.

Air Force Instruction 36-2201, "Developing and Managing and Conducting Training," has all the information needed to comply with inspection criteria.

Unit commanders are keys to a successful OJT program. They must emphasize to all levels of supervision the importance of training and training documentation.

Motivation, enthusiasm and fulfillment through understanding the job must be generated. Proper training and availability of tools to do the job are important.

Commanders are given guidelines (AFI 36-2201, paragraph 4.9)

on the amount of support they need to provide to their unit's training program.

The commander is not the only one with a responsibility to the program. The instruction establishes responsibilities for the development, management and conduct of military training in support of active-duty, guard and reserve personnel. It clearly defines the responsibilities, from the major command to the commander to the trainee.

OJT is part of the lifecycle education and training system that ensures each individual is qualified to perform the specific duties and tasks of their job. It uses a combination of formal classroom instruction and OJT, hands-on training to qualify and upgrade personnel in each skill level of a specialty.

OJT is designed to produce highly competent people in minimum time. The success of the program depends on personnel in all education and training levels understanding their roles and responsibilities and being actively involved in the process.

The instruction's bottom line is: *Skilled and trained personnel are critical to the Air Force providing a strong national defense capability.* The OJT program is the horse that pulls the carriage.

During the past five years, numerous discrepancies have been identified in Air Reserve Component OJT programs while conducting Health Services Inspections.

The most common discrepancies are listed in AFI 36-2201. This information will give units an assessment of their own training programs and ensure they comply with Air Force standards.

An OJT program must:

- ▼ Support the organization's mission.
- ▼ Focus on what personnel need to know to do their jobs.
- ▼ Ensure all individuals have the resources to meet training requirements and have the opportunity to attend training.
- ▼ Provide effective program management and evaluation.

Most common discrepancies found during '98 and '99 HSIs

- OJT meetings not being held. The requirement is every quarter.
- No tracking mechanism for volume review exercises.
- Volume review exercises are not being scored and review training not being accomplished. This could contribute to Career Development Course failures.
- Documentation in career field education and training plans done incorrectly.
- Transcription incorrect.
- Trainer the same as certifier.
- Mandatory specialty requirements not identified.

- Initial briefings and evaluations of qualifications for certification not accomplished. This must be done within 90 days of arrival on station.
- Informal section visits by unit training managers not accomplished. This is required annually for all sections to assist in ensuring documentation on Air Force Form 623, "OJT Record," is in accordance with Air Force standards.
- Informal section findings not reported to executive management committee and corrective actions not monitored. When discrepancies are reported to the committee, unit leaders are easily able to determine accountability.
- The OJT program not being formally assessed and a written report submitted to the base education and training manager. A formal assessment is required every 18 months for Air Force Reserve

Command and Air National Guard units, with a written report to the base education and training manager due within 30 days of completion.

- Staff assistance visits not being accomplished by the base education and training manager as required. A SAV on the OJT program is required by the wing training office every 18 months for reserve and guard units.
- Training trends not analyzed. This is required at least quarterly for ANG units.

The administration of the OJT program and the documentation on Air Force Form 623 in most units do not meet Air Force standards as outlined in the instruction. This program requires attention from all units — not only to pass inspections but to ensure that members receive timely training and that the training is documented. ♦



Y2K After 1.1.00

The *TIG Brief* interview with Brig. Gen. Gary A. Ambrose

Director, Air Force Year 2000 Office,
Air Force Communications
and Information Center



Q: Will Y2K-type problems ever go away? Our own organization's COOP (continuity of operations plan) stretches all the way to 2/29/04, the first leap year date of the 21st century, and 2010, when problems could arise in software written in certain computer languages.

A: The "Y2K problem" is a date-handling problem that Y2K highlighted. Although we'll probably sort out all of the Year 2000 problems eventually, there might always be issues with expiration dates, validation of dates for invalid values, end-of-data lists or end-of-file markers, etc. This is why we must emphasize configuration control practices and not merely focus on date-related code.

Q: Can hardware and software be made "date-proof?"

A: In essence, that's what we've been working toward as we systematically reduced risk through the five-phase system remediation process, system certification, IV & V code scanning, and joint- and service-level operational evaluations and functional tests.

Q: Will the challenges during and after Y2K be on as grand

a scale as the problems leading up to 1/1/00? Should we be as concerned?

A: I'm reluctant to predict exactly which future technological challenges we're likely to encounter. If those challenges are rooted in and common to information technology systems, they could emerge on a significant scale. Information technology is ubiquitous and it has fundamentally transformed how we do business. This technology is integral to our mission critical processes.

Even our fallback solutions — our "manual workarounds" — largely depend upon information technology. Therefore, all of us — operators, logisticians, medical care providers and so on, along with the communicators — must understand information technology and its impact on our ability to perform our missions.

Q: Does calendar 2000 spell "double trouble," considering it's a leap year with an extra date, Feb. 29, and an extra (366th) day?

A: The rollovers into and out of the leap year dates were very much on our scopes during all phases of our Y2K program.

Our system evaluations included both Feb. 29, 2000, and March 1, 2000. In addition, we'll have our eyes open and our COOPs ready Dec. 31, 2000, the 366th day of the year.

Q: Could you give us examples of the 9- and 10-character dates that could cause problems during calendar 2000?

A: Three such dates that we're watching include 2/28/2000, 2/29/2000, and 12/31/2000.

Q: Have we already digested the lessons of the Y2K problems of calendar 1999 so we can apply them to 2000 and beyond?

A: We have learned much in the course of our Y2K preparations and from our experiences with several rollovers in calendar 1999. We're diligently applying those lessons to our ongoing preparations and will include them in a formal "lessons-learned" compilation early in calendar 2000.

Q: Do you plan to update your office's name to the Year 2001, 2004, 2010, etc. Office? In other words, will the need for a dedicated function remain for coping with the kind of hardware and software dating problems that

can impact national defense?

A: No. Our office is slated to stand down by June 30, 2000. Air Staff functionals, who have played an integral role in our Y2K preparation effort, will handle Y2K issues as they continue their normal systems stewardship. After all, Y2K is simply another reason systems might encounter a problem. The Air Force stood up a separate Y2K office to orchestrate its Y2K campaign plan because the technology involved touches everything we do and the date-related nature of the Y2K issue created the potential for the simultaneous occurrence of many anomalies. On balance, I believe Y2K has been a net plus for the Air Force. As a result of our Y2K preparations, we have a keener understanding of our processes and the interdependence of our systems. We have also gained a renewed appreciation for the vital importance of configuration management, and well-conceived and tested COOPs. I'm confident we'll apply these lessons to all aspects of the Air Force mission.

Q: The news media reports the potential for varying degrees of social upheaval as a result of problems they expect will arise in calendar 2000. Will that potential remain with computer date-related problems as we move into the millennium?

A: Media hype aside, publicly available information from the President's Council for the Year 2000 Conversion and from industry groups, as well as experience from our own preparations, paint a more positive picture. Given the reported industry and government preparations and our emphasis on COOPs, and with a few common sense precautions (such as keeping paper



records of financial transactions, being wary of scam artists, etc.), Y2K effects will likely fall into the nuisance category.

The Air Force has done an exceptional job of preparing for Y2K but some anomalies are possible. Should Y2K anomalies occur, our COOPs and contingency plans will ensure we can accomplish the mission and take care of our people while we sort out the discrepancies. ♦

A matter of forms

Time will warp Jan. 1 for users of JetForm FormFlow Filler software if they don't have the latest versions of certain forms and the program itself.

While FormFlow version 2.15 is Y2K compliant, it needs to be upgraded to 2.22 to work with a number of forms that are themselves being made Y2K-friendly.

The changes to the software and forms should be available by the time you read this. Contact your system administrator for more information.

Those who fail to upgrade and insist on living in the past will have a tough time filling out leave forms (AF 988) and travel vouchers (DD 1351-c).

Hard-coded into the voucher is the year 19___. Typing 00 will cause the year to change to 190 (which is fine, if you're a subject of the Roman Empire).

Typing a leave date of 01 Jan 00 or later on the leave form will cause FormFlow Filler to change 00 to 99.

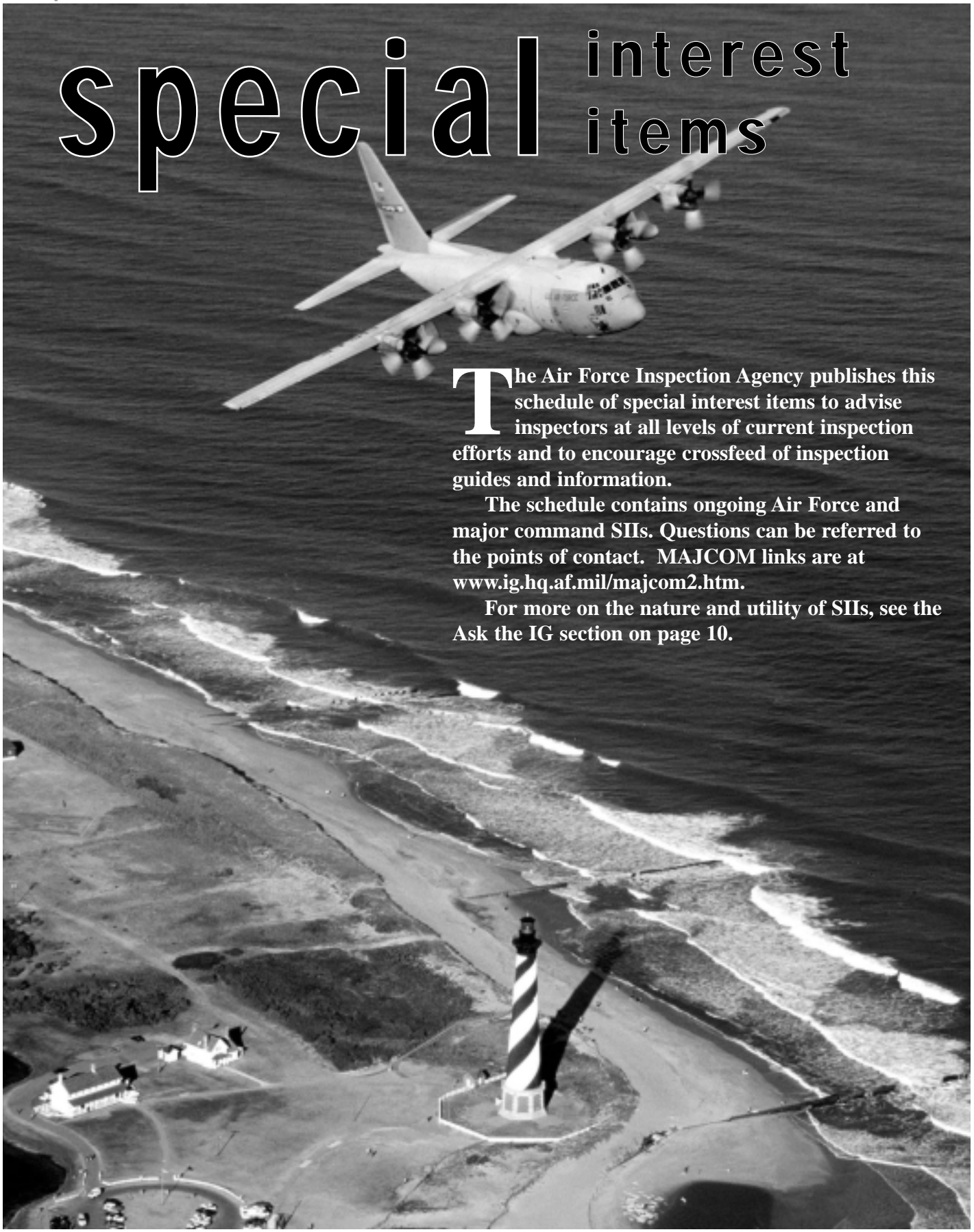
The temporary fix for both problems is crude but fail-safe: whiteout and ink pen.

But the right thing to do (the permanent fix) is to upgrade to FormFlow Filler 2.22 and obtain updated form files.

Evaluation forms

The Air Force converted all of its evaluation forms in October to make them AOK for Y2K. They should be used immediately. To get AF Forms 910, 911, 707A/B, 709, 457 and 77, go to <http://afpubs.hq.af.mil>. Orderly rooms and military personnel flights have more information.

special interest items

A black and white aerial photograph of a coastal area. In the upper half, a large military transport aircraft, possibly a C-17 Globemaster III, is flying towards the right. Below the aircraft, the coastline is visible with waves breaking on a sandy beach. In the lower half of the image, a prominent lighthouse with a black and white spiral pattern stands on a small island or point of land. Several small buildings are visible near the lighthouse.

The Air Force Inspection Agency publishes this schedule of special interest items to advise inspectors at all levels of current inspection efforts and to encourage crossfeed of inspection guides and information.

The schedule contains ongoing Air Force and major command SIIs. Questions can be referred to the points of contact. MAJCOM links are at www.ig.hq.af.mil/majcom2.htm.

For more on the nature and utility of SIIs, see the Ask the IG section on page 10.

Air Force

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Maj. Arnold Lee
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DSN 227-7050 for both POCs

99-003

Aircraft Maintenance Training
Expires: Feb. 28, 2000

99-004

Information Assurance Program
Expires: Feb. 28, 2000 (See 00-002)

99-005

Nuclear, Biological and Chemical
Ability to Survive
and Operate Procedures
Expires: Sept. 30, 2000

00-001

Airman's Manual
Expires: Jan. 31, 2001

00-002

Two phases following 99-004:
Self Assessment: March 1-April 30
2000
IG Inspection/Validation: May 1-Oct.
31, 2000

Air Combat Command

Kathy A. Davis
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kathy.davis@langley.af.mil

97-1

IMPAC Program
Expires: Indefinite

97-2

Security Deviation Program
Expires: Indefinite

97-5

Cycle Ergometry
Expires: Indefinite

98-1

SORTS
Expires: Indefinite

99-1

Corrections Program
Expires: Indefinite

Air Education and Training Command

Maj. John Markovetz
DSN 487-2529
john.markovetz@randolph.af.mil

98-1

Static Display Aircraft and

Other Historical Memorabilia
Expires: April 30, 2000

98-2

Mortuary Affairs Program
Expires: Sept. 30, 2000

99-1

Government Leased Quarters
Expires: March 31, 2001

99-2

Active Duty Service
Commitment Program
Expires: July 31, 2001

Air Force Materiel Command

Maj. Howard Blakeslee
DSN 787-3405
howard.blakeslee@wpafb.af.mil
Maj. Rick Pierce
DSN 787-4901
richard.pierce@wpafb.af.mil

99-3

Quality Assurance Surveillance
Expires: May 31, 2000

99-4

Information Assurance
Program Supplement
Expires: Feb. 28, 2000

Air Force Reserve Command

Master Sgt. Robert Hammett
DSN 497-1497
robert.hammett@afrc.af.mil

99-001

Family Care Program
Expires: Sept. 30, 2000

Air Force Space Command

Master Sgt. Michael Dolloff
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michael.dolloff@peterson.af.mil

99-001

Control and Handling
of Classified Information
Expires: Dec. 30, 2000

Air Force Special Operations Command

Maj. Regi Davis
DSN 579-2852
davisr@hurlburt.af.mil

98-3

Maintenance Documentation System
Expires: May 1, 2000

99-1

Core Automated Maintenance System
Expires: Dec. 20, 2000

99-2

Information Management
Expires: Jan. 15, 2000

99-4

Intelligence Training and Mobilization
Expires: Sept. 1, 2000

Air Mobility Command

Master Sgt. Stanley Williams
DSN 576-5975
stanley.williams@scott.af.mil

99-001

Mortuary Affairs
Expires: Jan. 1, 2000

99-002

Operational Contracting OJT
Expires: June 30, 2000

Air National Guard

Lt. Col. Joe Recco
DSN 327-2489
reccoj@ngb.ang.af.mil

Pacific Air Forces

Chief Master Sgt. Larry Errecart
DSN 315-449-3908
larry.errecart@hickam.af.mil

98-002

Aircraft Maintenance
Supply Management
Expires: Jan. 31, 2000

98-003

Spatial Disorientation
and Night Vision Goggles
Expires: July 31, 2000

99-001

Electronic Records Management
Expires: Dec. 31, 2000

99-003

Airfield Signs and Markings
Expires: July 31, 2000

99-004

Airfield/Airspace Obstruction Waivers
Expires: July 31, 2000

99-005

Takeoff and Landing Phase of Flight
Expires: July 31, 2000

USAFE

Senior Master Sgt. Donald Ness
donald.ness@ramstein.af.mil
Tech. Sgt. Paul Chong
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DSN 314-480-6009 for both POCs◆

IG Profiles

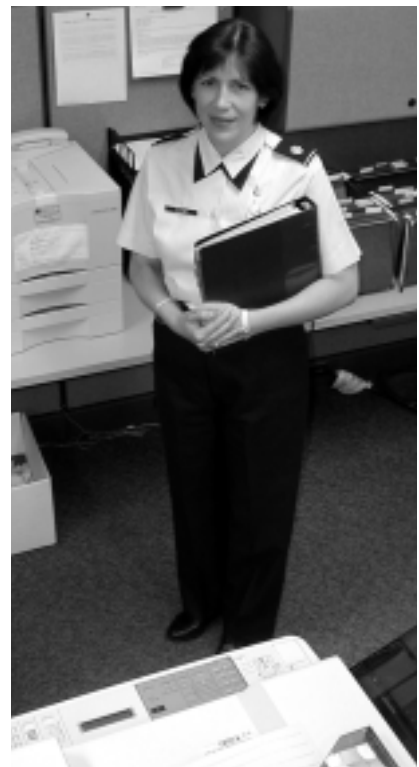
Chief Master Sgt. Carlos Casaus

- ▼ **Duty Title:** Supply Management Inspector
- ▼ **Organization:** Headquarters Air Force Inspection Agency, Kirtland AFB, N.M.
- ▼ **Air Force Specialty:** Supply
- ▼ **Years in IG Arena:** 1 1/2
- ▼ **Veteran of:** Three Eagle Looks, two as a team member (Hazmat Pharmacy Program and Control and Disposal of Nonappropriated Fund Assets) and one as team chief (Air Force Supply Discrepancy Report Program)
- ▼ **Job Description:** Provides independent assessments of fighting capability and identifies deficiencies, recommending improvements for accomplishing peacetime and wartime missions to Air Force and major command leadership
- ▼ **Hometown:** Albuquerque, N.M.
- ▼ **Years in Air Force:** 19
- ▼ **Volunteer Work:** In past, a role model for young people with Big Brothers/Big Sisters



Maj. Linda Eaton

- ▼ **Duty Title:** Medical Inspector
- ▼ **Organization:** Headquarters Air Force Inspection Agency, Kirtland AFB, N.M.
- ▼ **Air Force Specialty:** Medical Service Corps officer
- ▼ **Years in IG Arena:** 2 1/2
- ▼ **Veteran of:** 26 Health Services Inspections and the Tricare Patient Satisfaction Eagle Look
- ▼ **Job Description:** Inspects active-duty and Air Reserve Component medical units. Inspects active-duty units for readiness, logistics, Tricare, finance, self-inspection and patient support. Inspects ARC units' credentials, mobility, dental, optometry, self-inspection and other areas.
- ▼ **Hometown:** Butler, Pa.
- ▼ **Years in Air Force:** 17
- ▼ **Volunteer Work:** Supports organizations concerned with retarded citizens and animal welfare.



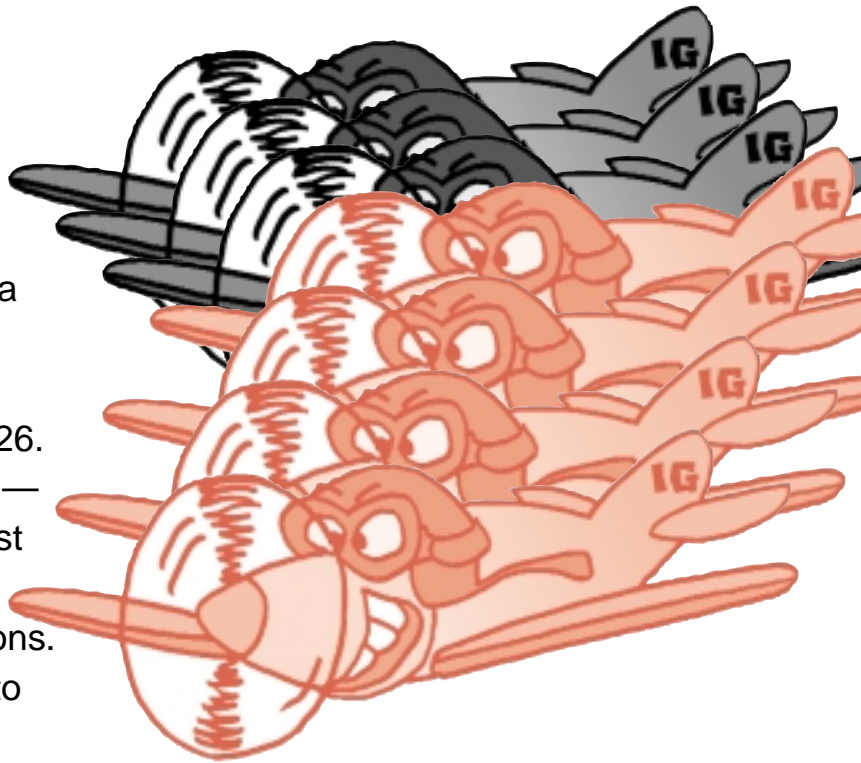
Last call for cartoonists

TIG Brief continues to look for a cartoonist and illustrator.

We'll accept samples from cartoonists and illustrators until Jan. 26.

The winner won't win anything — the job doesn't pay — but the artist we choose will no doubt become famous and an inspiration to millions.

E-mail your scanned samples to
tigbrief@kafb.saia.af.mil



Write You Are!

If you have a story you'd like to tell the IG community, here's some advice on getting it into print in *TIG Brief*:

▼ ***Keep it short.***

Articles should be no more than 800 words (less than two double-spaced pages).

▼ ***Keep it simple.***

Stories should be told so simply that people outside the career field can understand them.

▼ ***Keep it moving.***

Write in an active voice, which means

avoiding *is, are, was and were*, four words guaranteed to render readers unconscious.

▼ ***Spell it out.***

Explain jargon and spell out acronyms. Assume that you're the only one who knows what you're talking about.

▼ ***Check it out.*** Double-check your facts.

▼ ***Check it off.*** Route your manuscript through your chain of command before sending it to:
tigbrief@kafb.saia.af.mil



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